

DODGE COUNTY EXECUTIVE COMMITTEE

February 2, 2015, 2:00 P.M.

FOURTH FLOOR CONFERENCE ROOM 4C

DODGE COUNTY ADMINISTRATION BUILDING, JUNEAU, WI 53039

The meeting was called to order at 2:00 p.m. by Dodge County Executive Committee Chairman, Russell Kottke.

Members present: Berres, Frohling, Johnson, Kottke, Maly, and Marsik.

Member absent and excused: Miller.

Others present: County Administrator Jim Mielke, Deputy Emergency Management Director Joe Meagher, County Clerk Karen Gibson, Deputy County Clerk Christine Kjornes, Corporation Counsel John F. Corey, Dodge County Sheriff Dale Schmidt, Dodge County Chief Deputy Sheriff Scott Smith, District Attorney Office Manager Bob Barrington, Dodge County Highway Commissioner Brian Field, UW-Extension Director Jeff Hoffman and WBEV Radio Station Reporter John Muir.

Motion by Maly, 2nd by Marsik to approve the January 5, 2015 minutes as presented. Motion carried.

Motion by Maly, 2nd by Johnson to authorize out-of-state travel for District Attorney Office Manager Bob Barrington, to attend a conference of the Association of Free Community Papers in Savannah, Georgia, from April 9-11, 2015. Mr. Barrington reported that the out-of-state travel will be at no expense to Dodge County. Motion carried.

Motion by Frohling, 2nd by Berres to authorize out-of state travel for Dodge County Highway Commissioner Brian Field, and Supervisor William Muche, a member of the Dodge County Highway Committee, to attend the annual Transportation Development Authority Legislative Fly-In in Washington, D.C., on March 25-26, 2015. Motion carried.

Motion by Marsik, 2nd by Frohling to authorize out-of state travel for Emergency Management Director Amy Nehls and Deputy Emergency Management Director Joe Meagher to attend the Making Disasters Less Disastrous Conference in Chicago, Illinois, on March 24, 2015. Motion carried. Supervisor Johnson asked Mr. Meagher who will be available to be contacted in case of an emergency when both the Emergency Management Director and the Deputy Emergency Management Director are absent from Dodge County. Mr. Meagher responded that during their absence from Dodge County, both he and Amy Nehls will be available to be contacted on their cell phones, and that Dodge County's Sheriff's Office dispatch and local authorities will be available to respond to emergencies until he and Amy Nehls return to Dodge County.

County Clerk Karen Gibson reviewed agenda items for the Tuesday, February 17, 2015 County Board meeting. Ms. Gibson reported that the agenda will include Resolutions from the Finance Committee, Highway Committee, Human Services and Health Board, Information Technology Committee, and the Law Enforcement Committee. Ms. Gibson further reported that Special Orders of Business will include the presentation of a plaque to the Watertown Area Arts Council by Judge John Storck and Supervisor MaryAnn Miller, and a presentation by Judge John Storck, Human Services and Health Director Janet Wimmer, and District Attorney Kurt Klomberg on the Dodge County Alcohol Court.

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Ms. Gibson provided an oral report to the Committee regarding the Wisconsin Counties Association Regional Legislative Meeting dates. Ms. Gibson reported that the Southern District meeting will be held on March 9, 2015 in DeForest, Wisconsin, pre-registration is not required, and the agenda for the meeting is available for review on the website of the Wisconsin Counties Association.

Dodge County Sheriff Dale Schmidt provided an oral report to the Committee regarding New World Records Management Software. Sheriff Schmidt reported that there are many unresolved critical issues regarding this software, and that the Sheriff's Office is working with New World to attempt to resolve them.

Administrator Mielke provided an oral report to the Committee regarding the Dodge County City Leaders Consortium. Administrator Mielke reported that, at the invitation of City of Beaver Dam Mayor Tom Kennedy, he and Russell Kottke and Julie Kolp attended a meeting of the Dodge County City Leaders Consortium on February 2, 2015, to discuss the one-half of one percent county sales tax, and that more discussions may be forthcoming.

Administrator Mielke provided an oral report to the Committee regarding a request for a contingent appropriation for the County Board Budget. Mr. Mielke reported that meeting pay has exceeded the amount that was budgeted in the 2014 County Board Budget because of per diem increases and additional meetings, and an overall deficit exists in the amount of \$9,779.14. Motion by Johnson, 2nd by Maly to recommend to the Dodge County Finance Committee that the Finance Committee transfer funds in the amount of \$9,779.14 from the Contingency Fund to the 2014 County Board Budget. Motion carried.

Administrator Mielke reported that there are no new claims against Dodge County, and that there are no new reports of incidents that may give rise to claims against Dodge County.

Corporation Counsel John Corey provided an oral update to the Committee regarding records retention policies and a proposed records retention/disposition ordinance. Mr. Corey reported that the proposed records retention/disposition schedule will be reviewed by the Public Records Board on February 19, 2015, he is in the process of drafting an ordinance to create a County Records Committee, and he will bring a draft of the ordinance to create a County Records Committee to the March, 2015, meeting of the Executive Committee, for consideration and discussion.

Mr. Corey provided an oral update to the Committee regarding the former MetalFab property located at 401 Madison Street, in the City of Beaver Dam. Mr. Corey reported that on January 29, 2015, the Taxation Committee and Russell Kottke toured the former MetalFab property, and that Mr. Corey has reviewed a proposed Lease Termination Agreement by and between MacFab Metal Products, LLC, and Dodge County, that had been presented to him by the President and CEO of MacFab Metal Products, LLC. Mr. Corey further reported that the City of Beaver Dam Fire Department has directed Dodge County to maintain the fire sprinkler system located in the interior of the former MetalFab building in an operable condition, and, therefore, in order to prevent the fire sprinkler system from freezing, Dodge County will be required to heat the interior of the former MetalFab building during the heating seasons.

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Mr. Corey provided an oral update to the Committee regarding four county-owned vacant lots located in the City of Fox Lake. Mr. Corey reported that he has prepared a bid form and a form for solicitation of bids, has received a written report on the record title to the four vacant lots, and has scheduled a meeting with Highway Commissioner Brian Field on February 10, 2015.

Mr. Corey provided an oral report to the Committee regarding the Wisconsin Department of Revenue State Debt Collection Initiative. Mr. Corey reported that the Wisconsin Department of Revenue is lawfully authorized to intercept tax refunds and to undertake other efforts to collect debts, including debts owed to Wisconsin counties, and that the Department of Revenue debt collection fee is 15 percent of the unpaid balance of the debt or \$35, whichever is larger.

Mr. Corey provided an oral report to the Committee regarding Dodge County Drainage Board meeting per diem payments. Mr. Corey reported that Dodge County has paid per diems of \$50 to members of the Drainage Board, that Section 88.17(7), of the *Wisconsin Statutes*, limits per diem payments to members of drainage boards to not more than \$40, the County Board lacks lawful authority to pay per diems that exceed the amount prescribed by Section 88.17(7), of the *Wisconsin Statutes*, and that per diems to be paid to members of the Drainage Board will be \$40.

Emergency Management Deputy Director Joe Meagher provided an oral update to the Committee regarding the Dodge County Administration Building Emergency Planning Committee. Mr. Meagher reported that the Committee has discussed deficiencies in the PA system, the need for CPR Defibrillator training for staff, and the capability of dispatch paging through the PA system during severe weather. Administrator Mielke reported that discussions regarding the opening and closing times of the entrances to the Administration Building have taken place.

Mr. Meagher provided an oral report to the Committee regarding a 2014 Budget carryover request for the Continuity of Operations Plan. Mr. Meagher reported that there were delays in 2014, and therefore the Continuity of Operations Plan was not completed, his request is to carryover \$8,228.50 from Budget Year 2014 to Budget Year 2015. Motion by Frohling, 2nd by Maly to recommend to the Dodge County Finance Committee that the Emergency Management Department be allowed to carryover \$8,228.50 from Budget Year 2014 to Budget Year 2015 to be used for the Continuity of Operations Plan. Motion carried.

Supervisor Maly reported that on January 21, 2015, she attended a meeting of the County Organization and Personnel Steering Committee of the Wisconsin Counties Association in Stevens Point, Wisconsin.

Supervisor Frohling reported that on January 22, 2015, he attended a meeting of the Taxation and Finance Steering Committee of the Wisconsin Counties Association in Stevens Point, Wisconsin.

Supervisor Frohling reported that he recently met with staff members of the Office of State Senator Scott Fitzgerald to discuss the State of Wisconsin 2015-2017 biennial budget.

The Committee briefly considered and discussed Wisconsin Transportation Fund issues.

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Supervisor Frohling reported that Governor Scott Walker is scheduled to speak at the Wisconsin Counties Association Legislative Exchange meeting on February 4, 2015 in Madison, Wisconsin.

Supervisor Maly provided an oral report to the Committee regarding County Board Rule Number 30 pertaining to departmental purchases of equipment and supplies and departmental leases of equipment. Supervisor Maly requested that the County Board Rules be amended to require that contracts for purchases of service by Dodge County be reviewed by Corporation Counsel and Administrator Mielke. Mr. Corey stated that the County Board is not limited to changing its Rules only at organizational meetings, but can change its Rules at any meeting. Administrator Mielke stated that it is his intention to include in the 2016 Dodge County Budget, that he will submit to the County Board in October of 2015, funding for one, new full-time, benefited position of Assistant Corporation Counsel. Supervisor Berres asked what law firms are available to assist Corporation Counsel in reviewing contracts in the event that the Corporation Counsel is unable to review contracts due to heavy workloads. The Committee directed Mr. Corey to draft a proposed County Board Rule to require that contracts for purchases of service by Dodge County be reviewed by Corporation Counsel and Administrator Mielke and to present the proposed County Board Rule to the Committee at its March, 2015, meeting for discussion and consideration.

UW-Extension Educator Jeff Hoffman provided an oral report to the Committee regarding strategic planning. Mr. Hoffman suggested that a Steering Committee be established that would develop the logistics of the Strategic Plan. Mr. Hoffman recommended that Administrator Mielke function as the Project Manager, who will work with the Steering Committee to assist it in creating a Strategic Planning Committee consisting of at least 15 individuals, including County Board Supervisors and department heads. Mr. Hoffman distributed to the Committee a handout defining a Strategic Issue and an Operational Issue. Mr. Hoffman also distributed to the Committee a document entitled *Jefferson County Government Strategic Plan, Executive Summary*. Supervisor Frohling suggested that the Strategic Planning Committee consist of 10 members, including 5 county board supervisors, 2 department heads, 2 county employees, and 1 citizen member. The goal of the Executive Committee is to have the Strategic Plan in place to assist with the development of the 2016 Dodge County Budget. It was the consensus of the Committee to continue discussion of the Strategic Plan at the March, 2015, meeting of the Executive Committee, and to direct Mr. Hoffman to facilitate discussion, at that meeting, of the development of the Dodge County Strategic Planning Initiative.

Meeting adjourned at 4:35 p.m. by the order of the Chairman.

The next regular meeting is scheduled for Monday, **March 2, 2015 at 8:30 a.m.**

David Frohling, Secretary

Disclaimer: The above minutes may be approved, amended or corrected at the next committee meeting.

Dodge County Land Resources and Parks Department

Administration Building
127 East Oak Street Juneau, WI 53039-1329
Phone: (920) 386-3960 Fax: (920) 386-3979

DATE: March 02, 2015
TO: Executive Committee
FROM: Joyce Fiacco, Director Land Resources and Parks
RE: Request out-of-state travel for Jesse O'Neill to attend Esri User Conference- San Diego, California

Friday, February 13th, the Land Information Committee voted to forward a recommendation of support to the Executive Committee for their approval of out-of-state travel for Jesse O'Neill, Senior GIS Specialist, to attend the 5-day Esri International User Conference July 20-24, 2015, in San Diego, California. This conference is the premier geospatial-focused event in the world for the GIS (geographic information systems) industry and is the only event that covers the entire spectrum of industries and entities that utilize GIS software. Esri's GIS software applications are industry standards and Esri has been Dodge County's GIS software provider since the early 1990s.

Jesse's attendance will provide him with access to hands-on Esri software training, opportunities to test new products, receive face-to-face technical support, attend plenary sessions which feature nationally recognized speakers, and attend user presentations that share best practices, showcase tips and tricks, new mapping and development techniques, and present current and future trends which will help us better evaluate how the County is providing maps, applications and analytical services. The conference also includes extensive vendor exhibits and map displays from around the world. His attendance will allow him to connect with GIS users from across the country in the specialized industry and government sectors we support to share ideas and see how they are utilizing new functionality to solve common problems.

This is an especially important year for Jesse to keep up with changes in geospatial technology because of rapid advancements in the field. GIS is becoming more powerful and accessible, and his attendance will help us determine how we can better leverage its capabilities to extend our core ArcGIS functionality for application development, automation of workflow tasks, data analysis and visualization, customization, and publication which will enhance delivery of GIS data and applications to County users, our professional community, local, state and federal government, and the general public.

Thank you for your consideration of this recommendation from the Land Information Committee and request from the Land Resources and Parks Department to approve out-of-state travel for Jesse O'Neill. Please contact me if you have questions about the conference and/or how Jesse's attendance will benefit Dodge County.

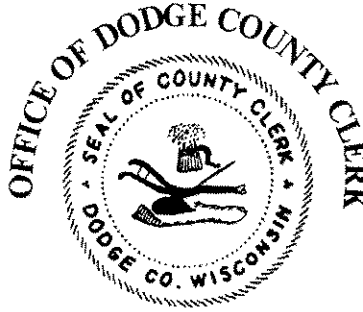
Respectfully submitted,

Joyce A. Fiacco

Joyce A. Fiacco
Director Land Information / Land Information Officer

KAREN J. GIBSON
Dodge County Clerk
kgibson@co.dodge.wi.us

Administration Building
127 East Oak Street, Juneau WI 53039
920-386-3605 / Fax: 920-386-4292



BONNIE E. BUDDE
Chief Deputy
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CHRISTINE M. KJORNES
Deputy
ckjornes@co.dodge.wi.us

MEMO TO: Executive Committee

FROM: Karen J. Gibson, County Clerk

RE: Items for March 17, 2015 Dodge County Board Meeting
and WCA Conference

DATE: February 24, 2015

As of February 24th I have received the following items for the agenda for the March 17th County Board meeting.

Special Orders of Business:

- Re-appointments by the County Administrator to the Human Services and Health Board
- Appointments by the County Administration to the Community Options Planning Committee.
- Kati Kindschuh, 2014-2015 State Reporter, Wisconsin Association of FFA
- Leonard Laufenberg, Drainage Board Chairman, Present Commendation Plaque to Robert Goetsch
- Sheriff Schmidt, New World System Update

I anticipate receiving Resolutions for the following:

- Purchase 2016 Ford Interceptor Utility AWD Truck for Emergency Management – Executive Committee

The Planning and Development Committee meets the evening of March 2nd and I anticipate a Resolution from the Committee.

Wisconsin Counties Association Annual Conference

Please start to think about whether or not you will attend the 2015 WCA Conference to be held September 20-22 at the La Crosse Center in La Crosse. I will ask who plans to attend at the April Executive Committee meeting as hotel reservations open on May 1st.

RESOLUTION NO. _____

TO THE HONORABLE BOARD OF SUPERVISORS OF DODGE COUNTY, WISCONSIN MEMBERS,

WHEREAS, the undersigned Committee has determined that the Rules Of Order Governing The County Board Of Supervisors Of Dodge County, WI for the period of time commencing on April 15, 2014, and ending on April 19, 2016, both inclusive, should be amended;

SO, NOW, THEREFORE, BE IT RESOLVED, that effective immediately the Rules Of Order Governing The County Board Of Supervisors Of Dodge County, WI for the period of time commencing on April 15, 2014, and ending on April 19, 2016, both inclusive, shall be amended as follows:

1. A New Rule No. 41 is hereby created to read as follows:

RULE NO. 41

41. The Dodge County Administrator and the Dodge County Corporation Counsel shall review all proposed contracts for services in which Dodge County is a vendee, and shall negotiate the terms and conditions of those contracts, in the exercise of the sole discretion of the Dodge County Administrator and the Dodge County Corporation Counsel, and whenever either the Dodge County Administrator or the Dodge County Corporation Counsel is unable to negotiate the terms and conditions of a particular contract to the satisfaction of either the Dodge County Administrator or the Dodge County Corporation Counsel, then either the Dodge County Administrator or the Dodge County Corporation Counsel shall seek counsel and advice from the Dodge County Executive Committee.

All of which is respectfully submitted this 21st day of April, 2015.

Dodge County Executive Committee:

Russell Kottke

Harold Johnson

Donna Maly

Joseph M. Marsik

MaryAnn Miller

Jeff Berres

David Frohling

RESOLUTION NO. _____

TO THE HONORABLE BOARD OF SUPERVISORS OF DODGE COUNTY, WISCONSIN
MEMBERS:

WHEREAS, the Dodge County Executive Committee has considered the equipment needs of the Dodge County Department of Emergency Management and has formed the considered conclusion that it is necessary to purchase a new 2016 Ford Utility Police Interceptor vehicle for use by the Department of Emergency Management; and,

WHEREAS, the vehicle proposed to be purchased will replace a 2005 Chevrolet Tahoe Special Service Vehicle which has traveled in excess of 134,000 miles, and which will be sold to the Dodge County Land Conservation Department for \$7,500; and,

WHEREAS, the Dodge County Executive Committee and the Dodge County Finance Committee have determined it to be in the best interests of Dodge County to purchase vehicles pursuant to the provisions of the State of Wisconsin Contract Number 15-07006-400 (Bid No. 28174-RH) for the purchase of state and municipal vehicles; and,

WHEREAS, Ewald Automotive Group, Inc., of Oconomowoc, Wisconsin (Ewald), has been awarded the State of Wisconsin Contract (Bid No. 28174-RH) for the purchase of state and municipal vehicles; and,

WHEREAS, Ewald has submitted a proposal in the amount of \$27,479 for the purchase of one new 2016 Ford Utility Police Interceptor vehicle, that will be used by the Department of Emergency Management for emergency responses to chemical, biological, radiological, nuclear, and explosive incidents, natural disasters, hazardous materials incidents/spills, and for other related purposes; and,

WHEREAS, monies sufficient to purchase one new 2016 Ford Utility Police Interceptor vehicle are included in the 2015 Budget for the Department of Emergency Management, and are available in Business Unit 2811, Emergency Management, Account No. .5811, Automotive Equipment;

SO, NOW, THEREFORE, BE IT RESOLVED, that the Dodge County Board of Supervisors hereby authorizes the Director of the Dodge County Department of Emergency Management to purchase from Ewald Automotive Group, Inc., of Oconomowoc, Wisconsin (Ewald), one new 2016 Ford Utility Police Interceptor vehicle at a purchase price of \$27,479; and,

BE IT FINALLY RESOLVED, that upon presentation to the Dodge County Clerk of an invoice properly approved by the Director of the Emergency Management Department in a total amount of \$27,479, representing the purchase of one new 2016 Ford Utility Police Interceptor vehicle from Ewald, the County Clerk is hereby authorized to draw an order upon the Dodge County Treasurer for payment of such invoice, and that funds for payment of such invoice shall be taken from Business Unit 2811, Emergency Management, Account No. .5811, Automotive Equipment.

All of which is respectfully submitted this 17th day of March, 2015.

Dodge County Executive Committee:

Russell Kottke

Harold Johnson

Donna Maly

Joseph M. Marsik

MaryAnn Miller

Jeff Berres

David Frohling

FISCAL NOTE:

Is the referenced expenditure included in the adopted
2015 Budget? _____ Yes or _____ No

Fiscal Impact on the adopted 2015 Budget:

\$ _____

Fiscal Impact reviewed by the Dodge County Finance
Committee on _____, 2015.

David Frohling, Chairman
Dodge County Finance Committee

Vote by Finance Committee Members to Recommend Approval of this Resolution:

David Frohling: _____ Aye _____ No _____ Abstain _____ Absent from Meeting

Wayne Uttke: _____ Aye _____ No _____ Abstain _____ Absent from Meeting

Phillip Gohr: _____ Aye _____ No _____ Abstain _____ Absent from Meeting

Gerald Adelmeyer: _____ Aye _____ No _____ Abstain _____ Absent from Meeting

Thomas J. Schaefer: _____ Aye _____ No _____ Abstain _____ Absent from Meeting

DODGE COUNTY

PRIVATE WELL WATER TESTING PROGRAM

(Draft Proposal)

GOAL:

To annually offer a private well water testing and education program for up to 150 households in Dodge County. The program utilizes the standard private well test - 'Homeowner Package' that is offered from the Center for Watershed Science and Education at the UW-Stevens Point. The water testing program is a collaborative effort with UWSP Groundwater Center, Dodge County Land Conservation Department, Dodge County University of Wisconsin-Extension, and Dodge County Human Services and Health Department.

Objectives:

1. To educate participating households about the safety of their well water and become more aware of the responsibilities of maintaining a household water system.
2. To refreshen and expand on existing base line data from past private well water sampling and analysis activities.

Steps of Action Needed:

1. At least one year in advance of a planned testing program, contact town boards to solicit their assistance with the private well water sampling program for their township.
2. Contact the Center for Watershed Science and Education in Stevens Point to reserve a date for sampling and analysis – can submit up to 150 sample bottles for analysis
3. Promote the Water Testing Program to Town residents by direct mailing, town board newsletter, county and department website and social media notifications, and print media press releases. (Perhaps also an insert with annual real estate tax bill).
4. Order sample bottles, have them delivered at least one week before the week of bottle distribution.
5. Deliver sample bottles to Townships about one week prior to the date of sampling (if a Town Board is not willing or able to coordinate bottle distribution and collection, county LCD or UWEX office could handle this). Provide training to town officials on how to instruct homeowners to properly take water samples.
6. Town residents are given about five days to pick up and pay for their sample bottles; all residents take their water samples and deliver them to the township drop off place on the same day.
7. Someone from the county will deliver water samples to Stevens Point for analysis.
8. After all samples are analyzed, an educational program is scheduled at the town hall where Ground Water Center Specialists present information on the elements of a well water test, and the household water system. Residents will receive their test results at the program and schedule follow-up education if they have well water issues.
9. Dodge County allocates \$5,000 to either the Land Conservation Department or UWEX budget to cover program costs. Costs could include direct mailings and other forms of advertisement of the program, travel expenses, and water analysis subsidies – possibly \$10-\$20 per sample per homeowner. **Participation by town residents is voluntary, and will be on a first come – first served basis.**
10. Dodge County is scheduled for batch sample analysis in May of 2016 (UW-Stevens Point is all booked for 2015).

WATER QUALITY TESTS FOR DRINKING WATER



Center for Watershed Science and Education
College of Natural Resources
University of Wisconsin-Stevens Point

Water & Environmental Analysis Laboratory
715-346-3209 or Toll Free 877-383-8378
Effective January 2012

The following list of water analyses and costs cover the majority of analyses that would be of interest to private well owners.

HOMEOWNER PACKAGE *(Includes tests 1-8)* **\$49.00**

This is a 42% discount savings (total individual cost \$84).

The Homeowner Package consists of the following analyses which can be run separately for price indicated.

1. Total Coliform Bacteria 23.00

Test the bacteriological safety of a water supply.

Priority analysis (48 hour turnaround) \$46.00

* 2. Nitrate plus Nitrite-Nitrogen 16.00

These are the most common chemical contaminants in Wisconsin groundwater. They may also serve as an indicator of the potential presence of other contaminants, such as pesticides or trace organic chemicals from septic system effluent.

Priority analysis (48 hour turnaround) \$32.00

3. pH 9.00

Measure of relative acidity of the water. Useful in assessing the corrosivity of water to plumbing.

4. Alkalinity 9.00

Amount of bicarbonate (*acid neutralizing capacity*), the major anion in water, related to pH and corrosion.

5. Hardness 9.00

Measure of the amount of calcium and magnesium. Important if water softening is considered.

* 6. Chloride 10.00

An indicator ion that, if found in elevated concentration, indicates potential contamination from septic systems, fertilizer, landfills, or road salt.

7. Conductivity 8.00

Measure of total dissolved minerals in water. Change in conductivity or unusual ratio of conductivity to hardness may signal presence of contaminants.

8. Corrosivity Index

This is a calculation to determine the tendency of water to be corrosive or scale forming.

Homeowner Package **plus Fluoride** 65.00

Fluoride \$19.00

METAL PACKAGE *(This test requires an acidified bottle.)* **42.00**

This is a 76% discount savings (total individual cost \$176).

Individual metals are \$16/each

Arsenic, Calcium, Copper, Iron, Lead, Magnesium, Manganese, Potassium, Sodium, Total Sulfur (SO₄), and Zinc.

Priority analyses can be run on any sample for double the listed price.

Existing/On-going Well Water Sampling of Private Wells in Dodge County

There are currently a number of private well water testing activities on-going in Dodge County.

The Fox Lake Inland Lake District sponsors private well testing on a fairly regular basis, working with the lab at UW-Stevens Point Center for Watershed Science and Education. Samples are analyzed for a number of parameters, including Nitrates, Chlorides, and Total coliform bacteria. From 40-60 samples are taken and analyzed, mainly around the lake, but also open to other Town of Fox Lake residents.

Dodge County Health and Human Services Department distributes about 50 test kits a year, of which about half are returned for analysis. This is offered at no charge to households where a pregnant/breastfeeding woman, infant or child under 6 years of age lives. A wide variety of parameters are tested, including Nitrate, Total coliform and E Coli bacteria.

Dodge County UW-Extension provides sample bottles to private well owners who choose to test their well water, with between 20-25 residents participating each year. Samples are analyzed in the lab at UW-Stevens Point for the same parameters tested for the Fox Lake samples.

Finally, over 170 private wells that are known as either Transient non-community, or Non-transient non-community wells are tested at least annually for Nitrates and Total Coliform bacteria. Water samples from these wells have been taken and analyzed for many years running. These are private/non-municipal wells of facilities where people from the general public may gather for a specific purpose. They include places such as churches, schools, bars, restaurants, campgrounds, clubs, parks, highway rest areas, commercial buildings and businesses, etc. These private wells are scattered all across Dodge County, and include such places as the Ashippun Sportsmen's Club in the Town of Ashippun; Hayes Haus Resort and Schaumberg's Supper Club in the Town of Fox Lake; Bayside Supper Club and the Jehovah's Witness Kingdom Hall in the Town of Beaver Dam; St. Paul's Evangelical Lutheran Church and Equity Livestock in the Town of Lomira; St. John's Catholic Church & School and Camp Winding River in the Town of Rubicon; The Buckhorn Supper Club and the Pepsi Beverage Co. in the Town of Trenton; the Waterloo Gun Club in the Town of Portland; the Burnett Fireman's Park in the Town of Burnett; Horicon Ledge Park in the Town of Williamstown; the Blew Inn in the Town of Clyman; Zion Lutheran Church in the Town of Theresa; the Wisconsin D.O.T. Rest Area along Highway 60 in the Town of Elba; and the Watertown Country Club in the Town of Emmet, to name a few.

Well water sample test results from the Transient non-community wells were reviewed and considered while revising Dodge County's Land & Water Resource Management Plan back in 2011/2012. At that time, test results for nitrates indicated that about 16% had nitrate levels greater than 2 mg/liter (still safe for use, but indicating impact by some type of human land use activity). Nearly 2/3 of these "human impacted" wells were located within the top two tiers of townships in Dodge County.

Nearly 3% of these wells had nitrate levels exceeding the health standard of 10 mg/liter, and 80% of this "3% group" were located within the top two tiers of townships in Dodge County.

Data from these existing private well water testing programs was considered when revising the current Dodge County Land & Water Resource Management Plan back in 2011/2012. In addition to surface water quality considerations, realizing that the upper two tiers of Dodge County townships have had higher nitrate levels in groundwater than the rest of Dodge County, the current land & water plan established the East Branch Rock River, Upper Rock River, and Beaver Dam River Watersheds as priority work areas (page 58). These watersheds all originate in or encompass the northern two tiers of townships. Special nonpoint source pollution control emphasis was given to the Beaver Dam Watershed from the years 1991 through 2006 under the state DNR sponsored Beaver Dam River Priority Watershed Project to address surface water and groundwater pollution control issues on rural lands. For the past 3 years, and again for 2015, the annual strategy (approved by the Land Conservation Committee) for using state allocated Land & Water Resource Management cost-share funding has identified the Upper Rock River and East Branch Rock River Watersheds as priority areas for funding. Special effort has been made to update conservation plans and prepare manure spreading restriction maps in these two northern watersheds over the past 3-4 years.

The proposed Dodge County Private Well Water Testing Program is an attempt to not only build upon existing/ongoing well water testing programs in order to re-freshen and expand the amount of data currently available, but also to make it more convenient for county residents to have their wells tested, to help educate them on the condition and safety of their own well water, and to encourage them to begin testing their water on a regular and routine basis.



State of Wisconsin • DEPARTMENT OF REVENUE

2135 RIMROCK ROAD • P.O. BOX 8933 • MADISON, WISCONSIN 53708-8933 • 608-266-6466 • FAX (608) 266-5718
<http://www.revenue.wi.gov>

Scott Walker
Governor

Richard G. Chandler
Secretary of Revenue

Making Property Assessment Better for Taxpayers

By Richard Chandler, Secretary
Wisconsin Department of Revenue

Should property assessment be done by 1,851 different units of government in Wisconsin as it is now? Or is there a more efficient way to perform this important function?

Wisconsin now has a municipal-only assessment system with 1,851 cities, villages and towns separately assessing property in their jurisdictions. This is the highest number of property assessment jurisdictions in the country.

The 2015-17 state budget includes a property assessment reform proposal to make the assessing process more efficient. Wisconsin would move to a county-based system with an option for larger municipalities to continue to assess property. This would reduce Wisconsin's 1,851 assessment units to about 90, which will save money at the local level through economies of scale. Forty states already have a county-based assessment system like the one we are proposing.

This proposal also creates a consistent standard by requiring that all property be assessed at full market value each year. While some Wisconsin municipalities already do this, others vary widely. In 2014, assessments for residential property ranged from 75% to 135% of full market value.

A consistent full market value standard would save money at the state level by eliminating the need for the current costly and complex "equalization" process which is needed to translate the different levels of local assessments into a consistent statewide measure before tax bills and state aid can be sent out. The proposal would result in position savings in the State's Bureau of Equalization.

Property owners would see their assessments reflect the market each year which avoids the large swings that can currently occur if assessed values have not been reviewed for a number of years. This proposal would not cause property taxes to go up because it maintains the total amount of property taxes local governments can collect.

Property owners would still have local open book assessment review meetings where they could discuss changes to their values with an assessor, and they would be able to appeal their assessments to a Board of Review which would meet at several locations in each county.

If we were designing an assessment system starting with a clean sheet of paper, we wouldn't come up with the current complicated system which has a multitude of small assessment units, many different approaches to valuations, and the need for complex revisions to make valuations consistent across the state. We have a chance to move to a better system which will save money, keep assessing local, and make assessments uniform throughout the state.



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www.wicounties.org

For Immediate Release
Contact: Mark D. O'Connell
Executive Director
Wisconsin Counties Association
866.404.2700

February 18, 2015

WCA Statement on County Assessment

Governor Walker's 2015-17 State Biennial Budget recommends transitioning the property tax assessment process from a municipality-based system to a county-based system beginning in 2016 with full implementation by the 2017 property assessment year. While we understand the Department of Revenue is seeking efficiencies within the current assessment system, the Wisconsin Counties Association (WCA) is opposed to this proposal due to the new costs counties would be forced to absorb.

WCA has numerous concerns with the proposal including the proposed timeline, funding mechanism, new mandates placed on county staff, and current assessment contracts. In an era of stringent property tax controls, any proposal calling for county-wide assessment must assure counties will not be responsible for additional costs.

Major Issues of Concern:

Mandated Transition

The proposal mandates that counties perform all duties relating to the assessment process. In the past, county assessment was optional and state funding was available. WCA requests that this proposal be at county-option.

Timeline

The 2017 implementation date is not feasible. Not only are counties not currently responsible for assessing properties, but counties also do not have experience in other aspects of the assessment process, including the board of review process. County clerks may also be required to perform duties currently prescribed to municipal clerks, while the proposal does not include additional funding.

Funding Mechanism

The proposal sets 2015 as the base year for determining the amount of costs counties can pass on to municipalities. In all likelihood, 2015 will be a maintenance year—as opposed to a complete revaluation year—for most communities, meaning counties will only be allowed to pass on 95% of those maintenance costs in future years. This represents an underfunded mandate because counties are required to keep all assessments at 100% of fair market value, which requires annual adjustments.

-More-

**WCA Release-
Add One-**

After base year (2015) costs are established, the proposal only allows counties to increase the costs they pass on to municipalities by a percentage equal to changes in property value due to net new construction; net new construction is typically less than the consumer price index (i.e., inflation).

Assessment Contracts

One of the major unknowns as it relates to the proposal is the treatment of current assessment contracts. While the proposal calls for implementation by 2017, many communities are currently engaged in multi-year contracts with local assessors. The proposal does not specify whether counties would be responsible for payments under these contracts.

###

Wisconsin Towns Association

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For Immediate Release: February 18, 2015

Proposal to Eliminate Local Assessment a Double Whammy for Citizens

The Wisconsin Towns Association is adamantly opposed to the proposal in the Governor's budget to remove property assessment responsibility from local municipalities to county government. According to Lee Engelbrecht, WTA President, "The best decisions are those made closest to the people. This proposal is another Madison mandate to erode this principle that has been tried before and failed."

In addition to the attack on local government, citizens would be impacted by the double whammy of greater costs and a lesser product. The current proposal requires full market value assessment every year. The Milwaukee Journal Sentinel reported that "an in-house department might cost \$25 per parcel to maintain, while a private company might sign a contract for \$6 per parcel." Part of the efficiency accrues from not assessing at full market value annually by using the equalized value system. Equalized value provides for equitable taxes across jurisdictions, while allowing for complete revaluations to be minimized and maintenance years to be maximized. Because maintenance is much less expensive than revaluation, the average per parcel costs are much less relative to in-house departments that typically maintain market value assessment.

If the proposed change becomes reality, using the MJS reported numbers, Waupaca County will be shocked with a cost increase from \$246,462 on its 41,077 parcels to \$1.03 million, a 317% increase. When the per parcel costs for the City of La Crosse are applied to all of La Crosse County, their costs skyrocket to \$1.24 million, a 403% increase.

Private market efficiency is another factor for the great deal currently enjoyed by taxpayers. Hundreds of private sector assessors compete with each other. Towns leverage the private sector to hire the highest quality assessors at the most reasonable cost. The budget proposal will negatively affect competition and kill private sector jobs.

Mike Koles, WTA Executive Director states, "Citizens will not only enjoy greater costs, but will have less access to engaging in a productive dialogue with Board of Review members. Currently, Boards of Review are held in your Town, frequently convened on weekends to accommodate constituents, and comprised of your peers who understand the real estate in your community. Under the proposal, the Board of Review will be held in two locations in the County, miles and often over an hour away from your home, and will be comprised of people who will not be as familiar with your property and community's real estate."

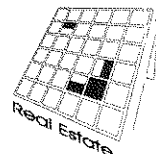
Koles further noted, "The WTA meets monthly with and provides education in collaboration with the Department of Revenue to foster continued improvement in the assessment process. We're hopeful that the sledgehammer approach that is a double whammy for citizens will be replaced with more reasoned scalpel techniques that rely on more effective assessor oversight and education."

Analysis of County-Wide Assessment Proposal and Alternate Property Assessment Reform Recommendations

February 20, 2015

***Associated Appraisal
Consultants, Inc.***

Appleton ■ Hurley ■ Lake Geneva



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Current Proposed Legislation

Current proposed legislation aims to consolidate property tax assessment by moving it from the municipal level to a county or regional level, and to mandate 100% market value assessment every year, with implementation by 2017. According to the Wisconsin Department of Revenue (DOR) release dated February 11, 2015 the intended purpose of this proposal is to:

- Save costs due to economies of scale by consolidating assessment districts
- Reduce state budget costs by downsizing or eliminating the DOR Bureau of Equalization
- Improve quality of property assessments.
- Provide for a clearer and more understood assessment process for property owners
- Maintain involvement of local government

The current proposed legislation is flawed and has been deceptively portrayed to the public as the best way to accomplish the intended benefits as outlined above.

Analysis of Current Proposed Legislation

Increased Government Costs

The greatest flaw is to assume that the proposed legislation will decrease government costs. It seems presumptuous without any fiscal impact studies to assume that the assessment process will become more efficient by taking the work away from private sector contractors and handing it over to a governmental entity that has zero experience in the property assessment field. Ultimately, this proposal would increase the size of county government significantly greater than the reduction of state government.

Eliminating the DOR Bureau of Equalization may decrease state costs by an estimated \$3,000,000 (i.e., 40 employees @ \$75,000/year average cost). But it will create substantially more costs at the county government level. At a minimum, there will be a need for 72 assessment administrators (one per county), which could cost an additional \$7,200,000 (i.e., 72 administrators @ \$100,000/year). While decreasing costs at a state government level, there would be a drastic cost increase at the county level. This estimate does not even include the costs of setting up a county assessment office versus contracting with a full-service appraisal firm (which 98% of municipalities currently do).

Sample costs of establishing county assessment office vs. contracting an appraisal firm:

County Assessment Office	Appraisal Firm
Staff Appraisers	Included
Assessment Technicians	Included
Health insurance for staff	Included
Continuing Education and Training	Included
Fleet vehicles or vehicle use reimbursement	Included
Gas costs or gas reimbursement	Included
Computers and network	Included
Data conversion from existing systems	Included
Assessment CAMA Software	Included
GPS systems	Included
Postage (ex: 87,290 assessment notices = \$38,408)	Included
Office Supplies	Included
Office Space	Included
Storage for Assessment Records	Included

Where will the counties find the money to set up their own assessment office?

By mandating annual full-value assessment, the cost of assessment work will increase by approximately 400% annually (i.e., \$6/parcel for maintenance work vs. \$25/parcel for full-value work). Most municipalities in Wisconsin are currently on a "maintenance" assessment cycle, **which is the most cost effective form of assessment work**. Under this cycle, a municipality performs maintenance assessment work for 5 to 9 years, and makes large scale adjustments for market conditions approximately every 10 years. A move to annual full-value assessment would dramatically increase the annual cost of assessment work.

Example:

Dane County alone (excluding Madison, because they are able to opt out) has 142,536 total parcels, which is estimated to cost, under this new system, \$3,563,400 (at \$25 per parcel). On average, with a maintenance schedule (which is the current process), the average cost is \$6 per parcel at a total of \$855,216. This is a 316.67% increase in cost. How are counties expected to fund this significant gap?

In addition to increased work for assessors, annual full-value assessment would inevitably lead to a substantial increase in the number of assessment inquiries, open book appointments and board of review appeals to be handled by the county. This is because the number of assessment appeals is proportional to the number of annual assessment changes.

Example:

On average, approximately 10-20% of property owners attend open book in a full-value assessment year. In Dane County (excluding Madison), this would mean that, conservatively, an estimated 14,254 property owners would attend the open book. In this proposal, all open books would remain at the municipal or local level. This presents a problem because the county assessment staff would need to be able to handle multiple locations with adequate staff. This is a significant burden for the county.

Sample budgets of Minnesota county assessment offices that border Wisconsin
(These counties maintain annual full-value assessments.)

County	Budget	Staff	Parcel Count	\$ per parcel
Carlton	\$711,908	7.5	33,000	\$21.57
Pine	\$496,795	7	27,450	\$18.10
Chisago	\$723,614	9	30,000	\$24.12
Washington	\$2,266,700	23	84,000	\$26.98
Ramsey	\$5,131,009	N/A	141,316	\$36.31
Dakota	\$3,415,019	35	149,441	\$22.85
Goodhue	\$961,565	10	30,500	\$31.53
Wabasha	\$377,089	5	16,000	\$23.57
Winona	\$484,711	6	24,495	\$19.79
Houston	\$357,256	5	16,000	\$22.33

Implementation and Quality Concerns

Furthermore, the proposed 2-year timetable to implement such changes is simply not possible. The proposed legislation fails to address any standards for the required Assessment Administrator position or any necessary qualifications for a County Assessor.

- What qualifications will a County Assessment Administrator need?
- Is it possible to find 72 people to fit these qualifications?
 - There are currently only 49 active Level III Assessors (the highest level certification) in the state of Wisconsin.
- Who at the county level has the qualifications and assessment knowledge to hire a County Assessment Administrator?
- How long will it take to establish 72 county assessment offices?
 - Physical space
 - Equipment
 - Computers
 - Supplies
 - Developing assessment software capable of handling counties
 - Time and cost of software conversion of existing assessment records
- Will moving the assessment function to a county office with no experience and lack of funding really increase the quality of assessments?

Impact on Small Businesses and Private-Sector Jobs

Associated Appraisal Consultants, Inc. has been in business since 1959 and employs over 50 full-time people. We assess over 230 municipalities, 450,000 parcels, representing \$60 billion in equalized value. We are the largest appraisal firm in the State of Wisconsin and a trusted partner who provides quality work. Where will this proposal leave our company and staff? What will happen with our current contracts? Where will it leave other appraisal firms in the state? Is the intent of this proposal to grow government and minimize private enterprise?

Concluding Statement on Current Proposed Legislation

The assessment process is a specialized field of knowledge, but unfortunately, there is an overall lack of understanding of the assessment profession. In fact, a high-level county employee recently stated (of this proposal), “maybe that can be handled by the finance department,” suggesting another department could easily pick up this work in addition to their other duties. This is a complex process that requires specialized training, knowledge and experience. It’s alarming to think that this process could be handed over to decision-makers without the proper background knowledge to make informed decisions. Will assessment practices improve by giving the responsibility to people with less knowledge of the process?

In order for the assessment process and quality to change, the DOR must mandate such change. Currently, municipalities are simply following the guidelines laid out by the DOR. They are following the most cost-effective option for them, which is “maintenance” assessment. In order for them to move to full-value assessment, the DOR must mandate the change, but also must provide an appropriate time frame and funding mechanism.

Overall, there is an immense lack of foresight into the complexity of the changes needed to implement this proposal. We do not believe this proposal will increase efficiency. Rather, it will create a substantial amount of additional work and additional cost, which will ultimately be passed on to Wisconsin taxpayers.

Please consider our alternate suggestions on the next page.

Alternate Assessment Reform Recommendations

We propose an alternate reform to Wisconsin property assessment that will meet the objectives of the current proposal while maintaining control at a local level and allowing time for implementation and budget planning:

- (1) Phase in 100% market value assessment, thereby improving accuracy, property owner understanding and equitability of assessments; and
- (2) Provide for reduced costs and resources in the DOR Bureau of Equalization.

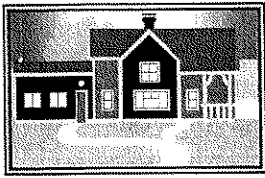
Summary: Mandate full-value assessment with a 5-year to 7-year phase-in period, while maintaining municipal assessment. Shift a portion of the work currently done by DOR equalization staff to the assessor in order to allow a phase down of DOR staff.

- Municipalities must reach and maintain 100% full value assessment within 5 to 7 years and maintain 100% full value assessment thereafter.
- Municipal assessors will be required to demonstrate annually that their assessments are at 100% market value, and meet standards of uniformity.
- Equalization Bureau will be reduced and only need to perform the basic function of a Supervisor of Equalization for each of the five already established equalization districts.
- Municipal assessors will perform much of the work currently done by equalization staff.
- DOR will establish mandatory standards and reporting measures for municipal assessors to follow.
- Assessors and contract assessment firms will be able to become "accredited" by a process in which their procedures, standards, and competency are evaluated and certified by an authority, such that their assessments may be more readily trusted by the DOR. (Perhaps the Office of Technical and Assessment Services can assume this authority with assistance from WAAO or an advisory group of assessors).

The above alternate recommendations would succeed in improving the equitability, accuracy and property owner understanding of assessments in Wisconsin. It will also reduce state costs without increasing costs at the county level, and still allow the private sector to retain jobs. A phase-in period of 5 to 7 years would allow enough time for municipalities to adjust budgets (provided they have a funding mechanism in place), as well as provide the DOR time to establish new protocols and standards for assessors.

We support moving to a full-value assessment system, but funding and implementation are huge obstacles that need to be addressed before moving forward. One suggestion for funding the full-value assessment process is to add a \$25 assessment fee to the property tax bill, much like a garbage collection fee. This would cover the additional cost necessary to move to full-value assessment.

The State of Wisconsin **can** accomplish these goals in a more cost-effective way with minimal disruption to the current municipal level assessment process.



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February 24, 2015

Subject: County Wide Assessment System proposed by Governor Walker's 2015-17 State Budget

Dear government official:

I am Linda Gardiner, sole owner of Gardiner Appraisal Service, LLC, which has performed assessment revaluation and maintenance services primarily in rural and agricultural areas of Wisconsin since 1981. We have offices in Iowa County and Dane County.

Minnesota has a county wide assessment system that allows any municipality to opt out. I interviewed the county assessor for Scott County, Minnesota, which no municipality has opted out. The counties assess all properties including manufacturing. The Minnesota Department of Revenue assesses utilities and oversees the county assessment process. Minnesota does not assess personal property. Each county must be at 90% to 105% of market value every year and must do a physical walk through every five years. They view 20% of the properties every year and the annual budget includes this cost. The population for Scott County is 129,928.

The cost per parcel of Scott County, MN county wide assessment program

County/State	2014 Actual	Parcel Count	Cost/Parcel
Scott/MN	\$1,889,576	59196	\$31.92

Applying the County Wide cost to Grant and LaFayette Counties in Wisconsin:

WI County	Parcel Count*	Cost/Parcel for County Wide Assessment	Total Cost for County Wide Assessment	Estimated Current Cost/Parcel	Total Estimated 2015 Cost
Grant	48,397	\$31.92	\$1,544,832	\$7.00	\$338,779
LaFayette	21,624	\$31.92	\$ 690,238	\$7.00	\$151,368

*Parcel Count is Real Estate parcels only less Manufacturing (does not include personal property)

Estimated cost for Municipalities and Counties for County Wide Assessment

WI County	Total Cost County Wide Assessment	95% of Total Est 2015 Cost – Municipal Portion	Difference = County Portion
Grant	\$1,544,832	\$321,840	\$1,222,992
LaFayette	\$ 690,238	\$143,800	\$ 546,438

The above figures are very conservative, since the proposed Wisconsin budget would require 100% market value every year, does not include startup costs, does not include processing of personal property, and does not state how often physical revaluation inspections would have to be conducted.

According to the Wisconsin Department of Revenue, this proposal would result in more accurate assessments and cost savings due to economies of scale. As of 2013, all assessment records were required to be in digital format; therefore, all records are computerized. Other than some cost savings on bulk purchasing of supplies, it is doubtful that there would be economies of scale benefits in regards to physically viewing the properties, which is very labor intensive. The Wisconsin budget would add a county administrative position, which would result in 72 new positions. Although the proposal would reduce the number of state employees it would not reduce it by 72. In fact, our research as demonstrated above, indicates that the cost would greatly increase at the county level rather than decrease. In all instances, it is a great increase to be paid by Wisconsin property owners.

Requiring 100 % market value every year would increase the cost dramatically. This time table could be shortened to either every other year like Iowa or 90% to 105% as in Minnesota. It is important to realize that just being at 100 % market value does not insure accurate and uniform assessments. If properties have not been physically viewed in more than 10 years, the condition of the property has not been evaluated to determine a more accurate assessment. The condition could be greatly affected by lack of maintenance or remodeling which is not triggered by a building permit.

Some of the limiting factors for a county wide assessment are:

1. In rural assessing many municipalities only require building permits for residential houses and commercial buildings, but not agricultural buildings. In order to uniformly assess all properties, it is necessary for rural assessors to physically inspect each property for changes annually, which would probably not occur at a county level.
2. Generally county employees would not view properties in the evenings or Saturdays, which would require homeowners to take off work for daytime appointments. This would probably reduce the number of properties that are actually viewed. The Scott County assessor estimated that they only actually view the interior of about 20% of the properties. The other 80% are estimated. This will affect uniformity probably more than any other single factor.
3. Local Board of Reviews are citizens of the municipality and are held in the municipality generally in the evening or on Saturdays, which are more convenient for local residents to attend.

We suggest future changes to the assessment process to include the Wisconsin Association of Assessing Officers and the Indianhead Association of Assessing Officers in order to have informed proposals and to more accurately estimate the financial impact on Wisconsin property owners. WAAO made recommendations to the Department of Revenue five years ago when county wide assessment was proposed at that time. Some of the recommendations included more training and educational requirements for assessors, a more aggressive requirement to be at 100% market value, and a board to monitor and discipline assessors. These recommendations would improve the quality of assessments without increasing the cost significantly by implementing a county wide assessment system. We encourage all government officials to contact the Governor's office by calling (608) 266-1212 or by emailing govgeneral@wisconsin.gov, their state senators, and assemblymen with their views in regards to this proposal. We have also attached a list of the Finance Committee Members with their links.

Thank you for staying informed of the current issues. If you have any comments or questions, you can contact me by phone, email, or mail.

Sincerely,

Gardiner Appraisal Service, LLC
Linda E. Gardiner, its duly authorized Member



Regional Collaborations: Finding Opportunity in Partnerships

Overview

Regionalism is becoming increasingly important for small to mid-sized communities as the interconnectivity of residents and employees becomes more prevalent. Grants awarded and community services offered are progressively scaled to help larger populations. Economies of scale in providing local programs aim to have a more effective impact for the programs themselves. From an economic development perspective, local economies are shaped in labor sheds, supply chains, and customer retail trade areas - not municipal or county boundaries.

Regional Partnership Considerations

- Laborshed & Supply Chains
- Overlapping existing "regions"
- Regional Planning → Economic Development
- Leaving federal, state dollars on table
- Legacy of existing organizations vs. process of expanding JCEDC IGA or starting new organization

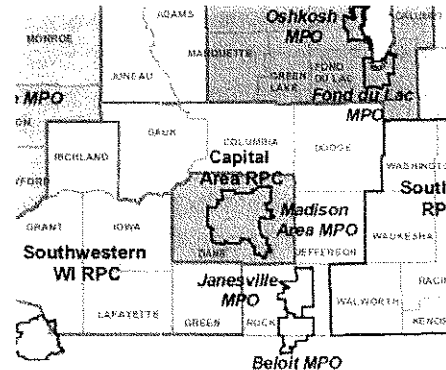


Figure 1. Counties not in Regional Planning or Metropolitan Planning Organizations (MPOs)

The collar counties and communities surrounding Madison and in between there and Milwaukee share several traits in common. In the graphic to the right these communities are represented in bright yellow. Some of these shared traits are:

- Most communities are without regional planning or metropolitan planning organizations – it is important to note these four counties (Sauk, Columbia, Dodge, and Jefferson) are the only counties in the state in this situation. Thus regional coordination has remained historically a challenge.
- However, most communities are located within larger regional districts for other programmatic areas for state or federal funding (i.e. EDA or HUD).
- Communities in this area are experiencing high level of commuting patterns, both within the communities within each county but in between the counties' communities as well.
- Most communities in this area draw from several larger population and employment centers - primarily Milwaukee, Madison, Chicago, Janesville, and Rockford.
- Several key transportation corridors tie these communities and counties together, namely Wi-26, I-90, and I-94.

- As such, many share similar socioeconomic characteristics with small-town living and successful small to mid-sized businesses.
- Finally, a strong cultural identity is shared among the communities wanting to further community and economic development for generations to come while nurturing and maintaining a high quality of life found among the historic towns of the area.

Jefferson County

Located in between Madison and Milwaukee along the Madwaukee Corridor, Jefferson County has had a rich tradition of smaller communities over the years. Households, however, are increasingly becoming commuter-based as employment patterns change and skill sets become more specific.

Regionalism as a discussion point has arisen on several occasions over the years – from the questions of joining the Madison Regional Planning Organization when it was first established to the expansion of SWRPC from Milwaukee with the westward spread of the Metro. More recently local officials have been members of an ad-hoc Inter-County Coordinating Committee with the collar counties around Dane.

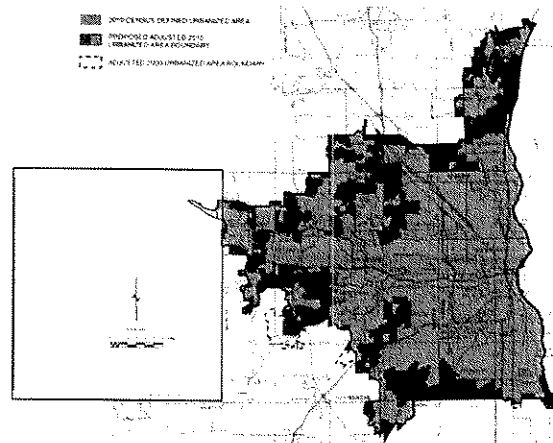


Figure 2. 2010 Urbanized Area of Milwaukee as it encompasses Northeast Jefferson County.

However, Jefferson County and its communities are finding the increasingly limited access to key state and federal funding programs (typically channeled through regional and metropolitan planning organizations) as well as a lack of strategically planning and prioritization for future investments and coordination with transportation, infrastructure, land use patterns, and economic development. In addition, local priorities are being somewhat lost when included within larger regional planning processes.

The County is truly (both figurative and literally) at a crossroads. In the last several months several informal discussions have taken place with regional counterparts and partners expressing interest in exploring opportunities for regional collaboration and partnerships with the County. As such, staff and leaders are preliminarily exploring both informal and formal partnership options that seem best suited for the opportunities and challenges facing the County and its communities. County leadership is meeting with several existing regional organizations as well as meeting with State officials to explore various options.

Potential Formal Partnership Options

- Expansion of Intergovernmental Agreement
- Regional Planning Commission (state supported)
- Public/Private Expansion of JCEDC (501c6 or Rock County model)
- Join Madison and/or Milwaukee organizations

Preliminary Discussions with Dodge County

Most recently, Jefferson County staff and leadership had an opportunity to discuss potential partnerships with nearby Dodge County. There appears to be much agreement of similar interests between the two counties. A second exploratory discussion is being scheduled for early 2015.

Below are some key thoughts about this initial conversation:

Dodge County Partnership Opportunities (Informal or Formal)

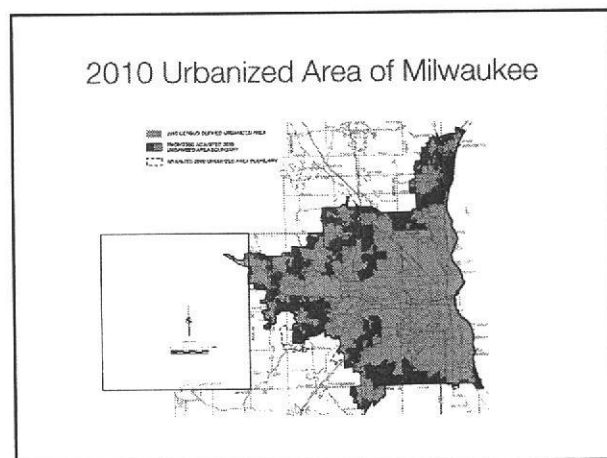
- Economic Development
- Transportation/Infrastructure
- Planning & Land Use
- GIS
- Tourism
- Housing
- Marketing/Branding

Dodge County Partnership Opportunities

- 2015 – Explore Informal Collaborative Partnerships
 - Grant – Transportation Planning with Economic Development emphasis
 - Grant – Laborshed Analysis within Targeted Industry Clusters
 - Grant – Housing Gap Analysis
 - Branding/Tourism within “Outdoor Recreation Meets Small Town Living”
 - Explore Developing Formal Partnership
- 2016 – Potentially Launch Formal Partnership



Regional Update:
Explanation of Regional Cooperation

Regional Collaborations - Considerations

- Laborshed & supply chains
 - Overlapping existing "regions"
 - Proactive instead of reactive
 - Regional partnerships → econ. development
 - Economies of scale for programs, budgets
 - Federal, state \$ on table → regional focus
 - Legacy of existing organizations
- 

Collaborative Opportunities

- Economic Development
 - Transportation/Infrastructure
 - Planning & Land Use
 - GIS
 - Tourism
 - Marketing/Branding
- 

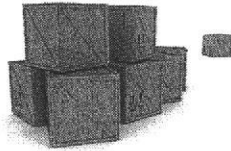
Collaborative Opportunities

- 2015 – Exploration
 - Grants
 - Research
 - Branding/Tourism within "Outdoor Recreation Meets Small Town Living"
 - Explore developing programmatic partnerships
 - 2016 – Potentially launch partnership(s)
- 

Exploring Regional Collaborative Opportunities

● Potential Options

- Informal collaborations on programming
- Expansion of Intergovernmental Agreement for specified topics
- Regional Planning Commission – contractual or through committee participation
- Public/Private expansion of JCEDC programming
- Join Madison and/or Milwaukee organizations in some capacity
- Others...



Jefferson County Economic Development Consortium

State of the ECONOMY

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Executive Committee

I think it would be a good idea for the Executive Committee to take a step back and make sure you are all working off the same understanding of strategic planning, also what to expect from the type of process. As a practice, I believe it is a good idea to challenge ones assumptions. Therefore, I have challenged my own assumptions in the development of this information on the fundamentals of strategic planning.

I offer for your review, several definitions of strategic planning. You will find the definitions come out of academia, and private practice. I also provided comparison definitions of other types of planning that may accompany strategic planning and are easy to confuse with strategic planning.

Following the definitions is information on the fundamental parts of strategic planning initiatives as put forth by several authors, again from the public and private arenas. You will find a section specifically addressing the concern of who should be included in a strategic planning effort. The goal of this information is to offer un-biased evidence based research that will help the Committee develop the type of planning initiative that they desire.

A Strategic Planning Initiative

- Focuses on the organization's mission, vision and values
- Concentrates on the issues that may threaten or weaken the organization in the future
- Includes the development of strategies and action steps

An example of issues, strategy, and action step from the Eau Claire Co. Strategic Plan

Issue – *How do we sustain programs and services in light of increasing costs and decreasing revenues?*

Strategy – *Review all programs & services for new revenue sources, cost of service fee analysis and enhanced revenue collection*

Action Step – *Develop and implement plan for standard approach to collection of delinquent revenues*

What is the difference between a comprehensive plan and a strategic plan?

The main difference between a strategic plan and a comprehensive plan is that the strategic plan focuses on a few selected issues and the specific steps taken to resolve the issues, while a comprehensive plan is broader in scope

What is the difference between a business plan and a strategic plan?

What do you want to achieve or avoid? The answers to this question are objectives. How will you go about achieving your desired results? The answer to this, you can call strategy." These words provide a nearly exact description of the differences between the business plan and the strategic plan.

A strategic plan focuses on building a sustainable competitive advantage and is futuristic in nature. Whereas a business plan is used to assess the viability of a business opportunity, and is more tactical in nature.

What is the difference between strategic planning and long-range planning?

The major difference between strategic planning and long-range planning is emphasis. Long-range planning generally means the development of a plan of action to accomplish a goal or set of goals over a period of several years. The major assumption in long-range planning is that current knowledge about future conditions is sufficiently reliable to enable the development of these plans. Because people assume the environment is predictable, the emphasis is on the articulation of internally focused plans to accomplish agreed-on goals. There is little consideration for mission or vision.

The major assumption in strategic planning, however, is that an organization must be responsive to a dynamic, changing environment. Therefore, the emphasis in strategic planning is on understanding how the environment is changing — and will change — and on developing organizational decisions that are responsive to these changes.

Planning Properties

[illegible]

Who Should Be Involved in Planning?

Strategic planning should be conducted by a planning team. Consider the following guidelines when developing the team.

(Note that reference to boards of directors is in regard to organizations that are corporations.)

1. The chief executive and board chair should be included in the planning group, and should drive development and implementation of the plan.
2. Establish clear guidelines for membership, for example, those directly involved in planning, those who will provide key information to the process, those who will review the plan document, those who will authorize the document, etc.
3. A primary responsibility of a board of directors is strategic planning to effectively lead the organization. Therefore, insist that the board be strongly involved in planning, often including assigning a planning committee (often, the same as the executive committee).
4. Ask if the board membership is representative of the organization's clientele and community, and if they are not, the organization may want to involve more representation in planning. If the board chair or chief executive balks at including more of the board members in planning, then the chief executive and/or board chair needs to seriously consider how serious the organization is about strategic planning!
5. Always include in the group, at least one person who ultimately has authority to make strategic decisions, for example, to select which goals will be achieved and how.
6. Ensure that as many stakeholders as possible are involved in the planning process.
7. Involve at least those who are responsible for composing and implementing the plan.
8. Involve someone to administrate the process, including arranging meetings, helping to record key information, helping with flipcharts, monitoring status of prework, etc.
9. Consider having the above administrator record the major steps in the planning process to help the organization conduct its own planning when the plan is next updated.

Note the following considerations:

10. Different types of members may be needed more at different times in the planning process, for example, strong board involvement in determining the organization's strategic direction (mission, vision, and values), and then more staff involvement in determining the organization's strategic analysis to determine its current issues and goals, and then primarily the staff to determine the strategies needed to address the issues and meet the goals.

11. In general, where there's any doubt about whether a certain someone should be involved in planning, it's best to involve them. It's worse to exclude someone useful than it is to have one or two extra people in planning -- this is true in particular with organizations where board members often do not have extensive expertise about the organization and its products or services.

12. Therefore, an organization may be better off to involve board and staff planners as much as possible in all phases of planning. Mixing the board and staff during planning helps board members understand the day-to-day issues of the organization, and helps the staff to understand the top-level issues of the organization.

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Who should we involve in the planning process?

The strategic planning team should include representatives from major divisions who have a role in carrying out the plan. For instance, if a strategy will require additional resources to achieve an objective, budget staff should be on the team.

Asking customers and stakeholders for input to the plan is a best performance management practice. After all, an agency's programs should exist to serve specific customers, and gathering data about performance from customers should provide important foundation data for planning.

Goals should come from senior leaders. It's critical that they own the plan and process. They may not be involved in the day-to-day process of preparing the plan, but should be involved early on in frank conversations about objectives.

Front-line staff should be involved in the planning process if the agency relies on them to successfully implement a strategy, or if it wants to align parts of the plan with employee performance evaluations.

Managers from should be included in the process if an agency wants to get widespread "buy-in" for its plan. (Reference: Coyne and Subramaniam, 1996.)

State of Washington, Office of Financial Management, Budget Division, June 2012

Strategic Plan - Who should be involved?

The first stage in development of a strategic plan for the organization involves determining who needs to be involved in the planning process.

Step 1: Who should be involved?

The Management Committee needs to decide who should be involved in the strategic planning process. **Generally, it should involve as appropriate:**

- **those who will be implementing** the plan (e.g. management, staff, volunteers);
- **those who will be affected** (e.g. members, users, etc);
- **those who will monitor its implementation** (e.g. Management Committee); and
- **others who can contribute to its development** (e.g. community activists, funding bodies, etc).

When the Management Committee has decided who will be involved, it is necessary to decide at what level and how different stakeholders will contribute to the organizations planning for the future. **There are many different ways stakeholders can be involved, such as:**

- an open day with a number of workshops;
- a series of consultation meetings with specific groups;
- a call for written submissions;
- a questionnaire; and
- a steering group made up of a range of stakeholders.

A combination of these approaches is likely to ensure that all groups/stakeholders have a say in developing the strategic plan.

The DIY Committee Guide also provides clear support for groups implementing the Code of Good Governance for the Voluntary and Community Sector.

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The Association for Strategic Planning (ASP) Website

Founded in 1999, ASP is the only not-for-profit professional association dedicated to advancing thought and practice in strategy development and deployment for business, non-profit and government organizations. ASP provides opportunities to explore cutting-edge strategic planning principles and practices that enhance organizational success and advance members and organizations' knowledge, capability, capacity for innovation, and professionalism.

Cedric Saldanha, advisor to governments and countries in efforts to improve public sector management effectiveness

Strategic Plan Guidelines, State of Washington, Office of Financial Management, Budget Division, June 2012.

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The DIY Committee Guide

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